

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title:	Funding Code:	Type of engagement	Duty Station:
Consultant for the facilitation and finalisation of the CPMP 2024-2028	TBC	<input checked="" type="checkbox"/> Consultant	Conakry, Guinea

1. Background and Justification

UNICEF Guinea is in the last year of its current country programme 2018-2023. The new country programme is planned to start 1 March 2024. Accordingly, the CO is preparing to submit the accompanying Country Programme Management Plan (CPMP) for the Regional Programme Budget Review (PBR) in February 2024. The office is seeking to hire a consultant with relevant expertise to facilitate the preparation and to help in finalising the CPMP 2024-28.

2. Objectives and Purpose

The purpose of the consultancy is to coordinate a management review of Guinea Country Office business structures and to support the development of a strategic management plan to accompany the Country Programme 2024-28 to achieve better results for children in Guinea.

The consultant will provide technical advice and support to the country team in the development of a staffing structure that is fit for purpose to deliver results for the new Country Programme. This includes an analysis of the staffing needs for management, for each of the programme areas, and for cross-functional, support and operational structures, considering the current structures and commitments and the envisaged financial envelope for the upcoming cycle. The consultant is expected to analyse, advice and propose, concrete, creative structures, matrices, and costed scenarios to meet the HR needs of the office. Proposals shall be in line with corporate guidance and make use of best practices from other offices exploring opportunities for new and innovative ways to organise work for best results.

Moreover, the consultant will coordinate the process of writing-up the CPMP in line with corporate guidance and taking into account all related administrative instructions and requirements to ensure the availability of a complete and comprehensive CPMP that can be submitted on-time to the West and Central Africa Regional PBR.

The consultant will work under the direct supervision of the Deputy Representative for Operations and under the overall guidance of the Country Representative and the Country Management Team.

3. Description of the assignment

The UNICEF Guinea Country Office is seeking the services of an experienced consultant in strategic management reviews, CPMP processes, and results-based management. The assignment will include:

- a. Review existing documents including the CPD and explanatory notes, global guidance on CPMP's and resource planning, former CPMP's and AMP's, CPMP guidelines and instructions, lesson learnt from previous CPMP's, CPMP's of other offices in the region or in similar contexts, and any other relevant documents required for the preparation of the CPMP and its annexes.

- b. Engage with programmes and other sections, in the country office and zone offices, to review current structures and pertinence vis-a-vis the new country programme.
- c. Prepare a proposal for the CPMP 2024-28 for Guinea CO including all annexes and supporting documents in line with applicable instructions and including an affordability analysis. Review the country office accountability framework and propose improvements as required to reflect the new CPMP.
- d. Work in close cooperation and coordination with office management, CPMP task force, and staff association representatives throughout the assignment.

Location and Duration

The consultancy is planned for a total of 50 working days from October 2023 to February 2024. The consultant shall be physically present in Conakry for 4 weeks while the rest of the assignment can be done remotely. If needed, visit(s) to zone offices in Kankan, Labe and/or Nzerekore may be included.

Evaluation Criteria (This will be used for the Selection Report (for clarification see Guidance):

The selection will be based on a combined score of candidates' technical qualifications and financial proposals. The weight that will be assigned between technical and financial proposal in the final evaluation is 70/30 (technical experience / financial).

A) Technical Evaluation

The technical assessment is based on the candidates' CV and any other evidence of earlier assignments or results.

- Relevant qualifications (10 marks)
- Relevant experience and demonstrated earlier results (60 marks)

B) Financial Evaluation (30 marks)

The financial evaluation is based on candidates' financial proposals. The proposals shall be complete and include all expected compensation or reimbursement from UNICEF including daily fees, travel costs to and from Conakry, any incidentals and DSA's, visas, and all other costs that the consultant wishes to claim.

For purposes of the financial evaluation, UNICEF will consider the total amount of the financial proposal of each technically qualified applicant, with the lowest total financial offer receiving the highest score (30 marks) and others receiving proportionally lower scores.

UNICEF will not provide any other financial compensation to the selected consultants except what has been proposed and agreed during the selection process. The only exception to this is the potential visit(s) to zone offices in Guinea (Labe, Kankan and/or Nzerekore). If such trips are added, those will be arranged and compensated separately by UNICEF and shall therefore not be included in the consultants' financial proposals for this assignment.

Administrative details:

Interested candidates are kindly requested to apply through the link below and upload the following documents:

- Letter of Interest (cover letter)

- CV or Resume
- Performance evaluation reports or references of similar consultancy assignments (if available)
- Financial proposal: All-inclusive lump-sum cost including:
 - Consultancy daily/monthly fee
 - International travel to/from Guinea (if applicable). The travel cost shall be based on the most direct and economy fare
 - In-country travel for 22 days, per-diem to cover lodging, meals and any other cost associated to take over the full assignment
 - Medical insurance (health and accidental death, medical evacuation) for the entire duration of the contract.

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

YES NO If YES, check all that apply:

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Budget Year:	Requesting - Section/Issuing Office:	Reasons why consultancy cannot be done by staff:
2024	<i>Operations – Human resources</i>	The purpose of the assignment is to have a neutral person, an outsider, without links or ambitions to the ongoing operations of the country office. An independent perspective is vital to ensure acceptance among staff and to ensure an objective approach to the tasks at hand.
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:		

United Nations Children's Fund

Consultant sourcing: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)			
If Extension, Justification for extension: N/A			
Supervisor: <i>Deputy Representative operations</i>	Start Date: October 2023	End Date: February 2024	Number of Days (working) 50

Work Assignment Overview			
Tasks/Milestone:	Deliverables/Outputs:	Timeline	Estimate Budget USD
Review of key documents. Make CPMP related observations based on CPD and explicative notes (previously named PSNs).	Detailed workplan	5 working days (remote)	
Interact and engage through the CPMP task force, with sections across the office to collect information regarding needed management structure.	Facilitation report and/or minutes of internal sessions	5 working days (remote)	
Draft staffing structure for the entire office, by section and by location including proposed levels, titles, types, and funding categories	Draft organigramme (with HR)	5 working days (in-country)	
Facilitate CPMP retreat with CMT and other relevant stakeholders	<ul style="list-style-type: none"> CPMP presentation to facilitate discussions Retreat report with main points and conclusions 	5 working days (in-country)	
Prepare final organigramme as per CMT retreat and conduct any required verifications and follow-up. Present to CMT and CPMP Task Force	<ul style="list-style-type: none"> Management review report Proposal for "Fit for Purpose" organizational structure. 	5 working days (in-country)	
Prepare the affordability analysis	Analysis of office funding availability, predictability,	5 working days	

	trends, forecast options and leveraging strategy shared.	(in-country)	
Review and update the office accountability framework and field presence rationale	Updated accountability framework document shared and note on field presence	5 working days (remote)	
Prepare CPMP as per global and regional guidance, as needed in collaboration with colleagues in the office, including lessons learned, management strategy, leveraging resources strategy, and performance management and monitoring systems.	Complete high-quality CPMP draft, including annexes Ensure coherence and compliance with UNICEF guidelines, lessons learnt from previous PBR and other CPMP related documents	15 working days (remote)	

Estimated Consultancy fee USD			
Travel International (if applicable)			
DSA (if applicable)			
Total estimated consultancy costs¹ USD			
Minimum Qualifications required: <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input checked="" type="checkbox"/> Other Enter Disciplines Advanced university degree or other relevant and sufficient education in management, organisations, human resources, or other related fields	Knowledge/Expertise/Skills required: <ul style="list-style-type: none"> • Minimum of 10 years of relevant work experience in management development or design, human resources management and/or organizational development at professional or managerial level • Extensive experience in assessing and developing staffing structures, job profiles and organisational assessments • Experience in CPMPs or similar processes with UNICEF or other UN agencies • Knowledge of UNICEFs HR related policies, structures and systems • Knowledge of development cooperation strategies and modalities • Good analytical skills, and sound judgment • Excellent report writing skills • Good interpersonal skills • Fluency in French and English 		
Administrative details: Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input type="checkbox"/>	<input type="checkbox"/> Home Based <input type="checkbox"/> Office Based <input checked="" type="checkbox"/> Both: If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/>		

¹ Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Text to be added to all TORs:

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract

and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.
